Hampton Roads Chapter of ASPA

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2001-2002

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Earl Sorey
Erica Woods-Warrior (Student Rep.)

General Membership Luncheon Meeting

Date
Thursday, November 15, 2001

Location
Harbor Park, Hits at the Park Restaurant
Norfolk, VA, (757) 627-3837
http://www.zip2.com/bizsearch/harborpark

Time
Registration/Networking: 11:30a.m.
Luncheon/Program: 12:00p.m.

Speaker
David Sullivan, Chief Information Officer, City
of Virginia Beach and recipient of the 2001
Julian F. Hirst Award for Distinguished Service

Cost
Advanced Registration
$15 for ASPA members/non-members
$13 for students
NO SHOWS WILL BE BILLED
On-Site Registration
$20 for ASPA members/non-members
$15 for students

Registration
Look for a registration form in the mail or
register on-line at
www.hampton.gov/budget/aspa

For General Information Contact
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President's Message
By Joyce Heffington

It made me sad to read in the June issue of *Governing Magazine* of the increasing number of MPA graduates going to work in the private sector. According to the article, the percentage of MPA graduates getting their first job in the private sector has increased from 11% in 1973-74 to 23% in 1993, and the percentage of these graduates going to work for the government has decreased from 76% in 1973-74 to 49% in 1993. These figures are alarming as are the reasons behind the numbers.

First of all, students have been led to believe that work in the public sector is boring and has little room for advancement. Second, the private sector is recruiting on campus in the fall, making job offers around the first of the year. State and local governments don't do much recruiting on campus. The small amount they do is done in the spring when the majority of students have already committed to positions in the private sector.

This started me thinking, "What can Hampton Roads ASPA do to help change this?" I decided to make one of my goals as the chapter president to do more to assist the students towards a career in public service. I approached the council with this and they agreed. We are going to try to get more students to be aware of and attend ASPA functions, as well as becoming members of the organization. Membership will provide written material that will advance knowledge in the field of public administration. Attendance at events will not only provide knowledge in the field, but will provide opportunities to network and find the availability of internship or employment positions. It will also give students the opportunity to talk to practitioners to find that work in the public sector is not boring, can be very self-fulfilling, and that with us baby-boomers getting ready to retire, there are a number of opportunities for advancement coming up.

Another way that the council decided that we could help encourage students into employment in the public sector was to hold a student day and to hold it in the fall so that we would be competitive with the private sector. Our student day will be something like our Professional Development Day in the spring, only it will be geared toward the interests of students. We will have sessions on what opportunities are out there, from the city level on up to the national level, how to plan a career, how to prepare a resume, what to expect from interviews, and local Human Resource People to tell you what internship and employment positions are out there now.

I have been in public service for almost twenty years. As I told the COMPA conference in June, we public servants need to hold our heads high for we are a part of a proud and noble profession. We need to convey this to those who will take our place in the near future!

Sincerely,
Joyce Heffington, President

December Newsletter

On behalf of the Hampton Roads Chapter of ASPA, I would like to extend our sincere condolences to all those who lost someone they knew or loved due to the horrible events on September 11, 2001. We would like to salute all those public servants who risked their lives trying to save others, especially those many police officers and firefighters who did lose their lives. We would like to dedicate our next newsletter to all those in emergency services who risk their lives daily to save and protect the lives of others. If you would like to contribute to

this special issue, please contact Leslie Beauregard at lbeauregard@hampton.gov or (757) 727-6377.

Members' Corner

New Members/Jobs/Promotions/Awards

If anyone has news to share with fellow chapter members on a new job, promotion, award, etc., please contact Leslie Beauregard, E-Newsletter Editor.

Events Calendar

November 2, 2001 – Professional Student Forum – "Public Service: How Will You Contribute?"; Peninsula Workforce Development Center, Hampton, VA

November 15, 2001 – General membership meeting; Harbor Park, Hits at the Park Restaurant, Norfolk, VA; **Speaker**: David Sullivan, Chief Information Office, City of Virginia Beach

January 17, 2002 – General membership meeting; Harbor Park, Hits at the Park Restaurant, Norfolk, VA; **Speaker**: TBA

March 21, 2002 – Professional Development Day; Location and program TBA

May 9, 2002 – Annual Awards Luncheon; Location and program TBA

Student Scholarships for National ASPA Conference

The following chapters and sections of ASPA offer scholarships to help fund students who are interested in attending the National ASPA

Conference in March 2002 in Phoenix, AZ. If you are interested, read on…..

Connecticut Chapter: The Connecticut Chapter offers an annual scholarship to an outstanding college or university student. For more information, contact Roger Kemp, (203) 630-4123, rkemp@ci.meriden.ct.us.

Section for International and Comparative Administration (SICA): The David Gould Scholarship Program offers graduate students in the fields of public administration, public policy, or international development with support to attend ASPA's annual conference and the SICA/DMN Pre-conference Workshop. Each year at least three students receive a nominal stipend and a free registration for the Workshop. The program is named in honor of David Gould, an active SICA member and long-time professor of public administration at the University of Pittsburgh, who was among those killed in the bombing of Pan AM flight 103 over Lockerbie, Scotland, December 21, 1988. For more information, visit the SICA website at http://www.uncc.edu/stwalker/sica/.

Section on Ethics: Nominations are being solicited for the Award for Excellence in Public Sector Ethics Scholarship. Given by the Ethics Section of the American Society for Public Administration, the award is for an article published (in print) in 2001 that meets the criteria listed below. A plaque will be awarded at the annual ASPA meeting in 2002. Criteria include: 1) significant contribution to theoretical, empirical, or methodological knowledge about ethics in public service; 2) relevance to the broad PA community, including academics, practitioners, and students; 3) published (in print) during January-December 2001; and 4) each article is assessed on its own merits, and prior work by author(s) is excluded from consideration.

Please forward nomination(s) on or before **January 1, 2002** by sending three hard copies of

the article and date of publication to:
Professor Carol W. Lewis
Ethics Award Committee Chair
c/o Political Science Department, U-24,
The University of Connecticut
Storrs, CT 06269

Please also e-mail (in a Word attachment) your nomination noting the nominated article's citation to CAROL.LEWIS@UCONN.EDU.

Walter W. Mode Scholarship Application Guidelines: The Walter W. Mode Scholarship was established by gifts from the Mode family and the Massachusetts Chapter of the American Society for Public Administration in memory of a dedicated public servant, a past National President of the Society, a mentor to his colleagues, and a friend to many in and out of the public service. The amount of the award each year is determined by the amount available in the Mode Fund managed by the ASPA Endowment. It is granted to a graduate student of public administration who is a member of ASPA and who has demonstrated a commitment to the public service. It will be awarded at the National Conference of the Society to be held at Phoenix, Arizona, March 23-26, 2002.

The deadline for submitting an application for the 2002 Scholarship is **October 19, 2001**. The completed application should be sent to: Mode Scholarship Committee, American Society for Public Administration (ASPA), 1120 G Street NW, Suite 700, Washington, DC 20005.

For more information and to download an application form, visit
http://www.aspanet.org/resources/mode.html.

Why eGovernment?
By David C. Sullivan, Chief Information Officer, City of Virginia Beach

eGovernment is a hot topic today among government leaders and public administrators at all levels federal, state and local. But what exactly is eGovernment? At Virginia Beach we have defined it as the following: "using technology to streamline government by providing efficient and effective services and information to citizens and businesses." This definition is broader than what many people today consider to be eGovernment. When we think of eGovernment we also think of the Internet and the world wide web and websites that the government has put up to provide services and information to their citizens. But clearly, eGovernment can be much more than that. Its using technology to streamline not only the customer's interaction with government, but how the government uses technology in the back-office to streamline its processes, cut its costs, and radically change the way they do business.

In building an eGovernment, it's often easier to visualize a traditional City Hall with its foundation, columns, and roof. But eGovernment consists of a foundation made up of a solid technology and communications infrastructure. Any government must have this infrastructure before trying to proceed into the world of eGovernment. To do so without it will lead to the collapse of anything built upon it. eGovernment is no different from any other structure. Its foundation must be strong. On top of the foundation, there must be a layer of trust involving both privacy and security with your citizens and businesses that will rely upon the eGovernment. Once you have built this foundation of technology and trust, one can begin to put up the columns that will support an overall eGovernment structure.

I like to consider four columns necessary to construct a solid eGovernment program. The first column is one that comes to everybody's mind, which is the idea of government services directly to citizens using technology. This is often called "G2C" for government to citizens.

This includes all your basic services and information provided to citizens whether it is paying tax bills or finding out the most current City Council Agenda or a Community Event Calendar.

The second column represents government to business or, "G2B." Businesses are often the first one to take advantage of eGovernment services. It mirrors the push driven by competition for companies to be more efficient and effective. Many of their dealings with government have continued to shackle the push toward efficiency and lowering overall costs. "G2B" is an area that eGovernment can make great strides in and deliver bottom line savings to both the business and the government.

The third pillar is government to government or, "G2G." Our system of government relies on at least three layers, and in many cases more layers of government than there are citizens. Often, programs are driven by data and information exchanges between federal agencies, state agencies and localities. This information flow in the past has often been fragmented causing duplication of work and inefficient data entry across all levels of the service system. eGovernment can greatly improve efficiency, accuracy and communication by integrating this flow of information across multiple levels of government. The federal government has embarked on a program called "Government Without Boundaries" to begin to build eGovernment sites that citizens can use without knowing whether a service is provided by their locality, the state, or the federal government. Even though this program is in its infancy, the promise for streamlining services and creating seamless government is certainly attainable.

The final pillar for an eGovernment is one that is often neglected by many and often not considered by decision makers or managers. This pillar is government to employee or "G2E." This is a vital part of any eGovernment strategy and is key toward building a successful program. If

we expect our businesses, and citizens and other government agencies to use these new technologies to interact more efficiently and effectively with government then it makes sense that the employees must be using this technology internally within their own job so that they are comfortable, confident, and capable to extend service with technology to others. This investment is often unseen by the general public and therefore difficult to find on an enterprise level. An eGovernment must begin to look at these types of initiatives across their entire enterprise, not just within departmental or agency stovepipes.

Once the foundation of technology and trust and the pillars of government to citizen, government to business, government to government, and government to employee are in place, one can successfully apply the roofing system to this imaginary structure and call any government truly an eGovernment.

Why even bother with eGovernment? What is it that's pushing us to consider eGovernment as something we ought to invest in and create? One of the first things to consider as an outside driver in the adoption of eGovernment is the growth in the adoption of the Internet by citizens and consumers. We know nationwide that about 58% of households now have access to the Internet. In many localities, Virginia Beach for example, that number is much higher. In June of 2000, a survey conducted by Continental Research reported that 76.8% of Virginia Beach residents answered positively to the question did they have "Internet access at either home or work." Clearly, this shows that the Internet can be an effective tool for delivering government services and, what is more important, getting information to citizens about government. In Virginia Beach more citizens have access to the Internet than get the Sunday newspaper delivered to their doorstep.

Changes in citizen and business expectations are also occurring at a very rapid pace. Our citizens

and businesses encounter the Internet online ordering and credit card payments in their everyday lives with not only business but with other government agencies. They begin to expect this type of service from all levels of government. We are also seeing an increasing amount of business investment in an adoption of technology. Businesses today invest more money in technology and technology infrastructure than they do in traditional bricks and mortar and plant equipment. This shift has been remarkable over the last ten years and is driving the increased business expectation for government to do the same.

Phenomenal changes in technology, computing, and telecommunications are also driving the push toward eGovernment. Computing power is doubling every twelve to eighteen months making applications that were completely impossible just two years ago now easily within the realm of possibility. The ability to transmit information back and forth across a communications line, the capacity of that communication line, often called bandwidth, is tripling every twelve months. This rapid increase in the ability of the telecommunications system to handle more and more information is also making it possible to do things that were only dreamed of just a few short months ago. Today citizens can access a video archive of City Council Agenda Items on the Virginia Beach website, pull down and watch a particular item by its item number within a day of the Council Meeting. Clearly without high speed networks this would not be possible.

The final push to eGovernment is the competitive pressure placed on us. Often, people do not think of government being in a competitive position but we are in today's world. We do compete for business investment, jobs, skilled workers, young families, funding, and visitors. Our competitors are using technology and eGovernment to compete in these areas. If we do not rise to the challenge, we will fall

behind and citizens with their expectations will go to those that can meet those expectations.

The movement to eGovernment is not easy. There are many barriers to successful implementation. Those barriers include protection of confidential information that many government agencies hold. Our traditional departmental structure is also a barrier. The investments in technology, including equipment, software, and, more importantly, people, are expensive and difficult to fund and justify in today's environment. eGovernment is not free and it is not cheap. It also creates an environment where services are available twenty-four hours a day, seven days a week. While this opens the door for many service delivery possibilities and addresses many customer convenience needs, it does put an increased burden to support that service to be able to answer questions and deal with problems in a 24/7 arena. While Public Safety agencies have traditionally operated in a 24/7 environment for years, most other government agencies have operated in a traditional 40-hour a week, five day a week environment. Clearly the resources are not there to support services on a 24/7 basis. Finally, even if we are able to muster the resources to create an eGovernment our ability to create an eGovernment may be a bit ahead of our ability to manage an eGovernment.

To be successful in eGovernment requires a number of ingredients. These include visionary leadership from both the political and executive areas. It also includes an organization wide strategy and commitment to eGovernment that cuts across departmental and agency boundaries. It takes technology leadership, technology knowledge, and skills and abilities. Government has been on unequal footing to compete with private sector interests for these talents. It includes a commitment to customer input and customer focus. It demands that we consider new and unique partnerships and funding opportunities to create an eGovernment. Virginia Beach has been recognized as a leader in

the development of eGovernment. It has not been an overnight success story; it has taken five years of concentrated effort moving at a sometimes slow but methodical pace toward creating an eGovernment. Like anything worth doing, an eGovernment takes a commitment to a steady and sure path championed by many both within the government and within the community.

EDITORS NOTE:

David Sullivan will deliver his presentation entitled *Why eGovernment?* at the Hampton Roads ASPA Chapter meeting on November 15, 2001. David has made this presentation at the National League of Cities Conference and to many other organizations across the country. Please come and learn more about building a successful eGovernment program.

Our Crisis in Confidence

By Dr. Pete Carlson, Associate Professor and Director of Graduate Programs, Government and Public Affairs, Christopher Newport University

The statistics tell us that the American public has lost faith in "government" and that the average citizen not only has lost respect for our public service, but tends to look down his or her nose at those of us who have taken on the responsibilities of serving others. The causes of this shift are many, and the media point to a steady loss of faith in public leaders. This fall from grace began after the 1960's: the Vietnam War, Watergate, President Nixon's Impeachment, the Contra Scandals, and continued more recently with the morality issues of the Clinton Administration and FBI debacles of Waco and Ruby Ridge. But have these large-scale issues truly heralded the demise of quality work in government? Is there really a crisis of confidence in our abilities?

It is true that many seem to question our collective abilities to serve others. What a difference from the glory days of Woodrow Wilson's reform era and the emergence of professionalism in public administration that helped create the American Society for Public Administration. From the 1880s through the 1950s, public servants and those who made our bureaucracies of government tick along were well respected. Apparently, according to the media, we are to lower our heads today in shame!

But didn't we each make a rational choice and pick our own career path in city, state and federal government roles? Why did we buck the trend that reflects so many avoiding or leaving the field of public administration? Most of us chose public service because we wanted to make a difference. We wanted to make a contribution. And we are doing so. I am mighty proud of my thirty-two years of work within our state and federal prison systems. I am honored to serve today as a professor at Christopher Newport University, a Virginia center of higher learning. I proudly wear the logos of my career affiliations when I attend social functions, and when I speak of my government service I am always quick to highlight my belief in the world of public administration.

My point is a simple one: we have a terrific influence on those around us. If we walk tall and express pride in our public service, if we present a balanced view of our world to the public, and if we point to our successes as they develop, we can tangibly demonstrate that the public sector offers many outstanding career possibilities. We can honestly showcase the many opportunities available for bureaucrats to positively impact our world. Charles Goodsell expressed this very well in his book The Case For Bureaucracy when he noted that many exceptional things go on in day-to-day government service. He stresses that which all of us witness on the job consistently: bureaucratic successes in public agencies are a

routine but often unheralded story. We have truly compiled a record of successful task outcomes. Law enforcement officers do protect us in our homes, fire and rescue squads respond to our cries for help in quick order, city government provides a high level of service to all citizens, and elected officials are generally eager to respond to their constituencies. All of us need to disagree with the nay-sayers and others that express disdain for our work. Our bureaucrats are really rather effective in most tasks!

Part of the solution to the perception of apathy in public administration rests on our shoulders. We must hold our heads high and spread the word that we do good things. You and your colleagues truly are pubic servants in the best sense of the word. Let others know!

Endnote
GOODSELL, Charles T. *The Case For Bureaucracy. A Public Administration Polemic.* (Chatham, NJ: Chatham House Publishers, 1985).

Terror Strikes Our Hearts: Public Administrators Act Courageously for the Benefit of All

By Dr. Stephen M. King, **Associate Professor of Public Administration, Robertson School of Government, Regent University**

The Hampton Roads local chapter of ASPA will convene an all day seminar titled "Public Service: How Will You Contribute?" on Friday November 2nd. Although the titled was chosen many weeks ago in partial preparation for the event; it could not be a better title in the horrific wake of the terrorist attack on New York City and Washington D.C., specifically the World Trade Center and the Pentagon, respectively.

This short piece is not meant to be an analytical discussion on the specific roles and function of public administrators in these two acts of carnage on the American people, two great American cities, and two symbols of American military might and capitalistic power. Rather I would simply like to use this terrorist attack as an illustration of how vital and necessary are the roles and function of public administrators at all levels of government, and to encourage young people to recognize the need for dutiful civil servants.

Before the infamous day of September 11th had ended—which by the way is symbolic of "911"—all of the available resources and power of the national government, as well as many state and local governments, was directed toward the rescue, aid, investigation, security, medical, and military action needed. Of the many national government agencies involved, some of the more notable included the Federal Emergency Management Agency (FEMA), the Federal Aviation Administration (FAA), and the Federal Bureau of Investigation (FBI). The state of Virginia directed emergency rescue and medical personnel, the National Guard, and other forces as needed. And, of course, the city of New York and the District of Columbia, provided their most vital human resources: fire and police personnel, many of whom were the first to respond to each of the respective sites. As a result of their quick response and action they placed themselves in harm's way. The FDNY' union reported that as many as 200 of New York's finest may have been killed when the first of the two WTC towers imploded, sending scorching steal, glass, and concrete to the street level. And so many more public administrators too numerous to mention specifically have responded in kind.

As students of public administration, which focuses upon the discipline and profession of serving, managing, and administrating programs, people, and policies in the public sector, we know the sacrifices that are made by these men and women on a daily basis. But for

those who are not aware of the challenges, obstacles, and encounters that face public administrators these civil servants too often become the ridicule of scorn and the scourge of the media, politicians, and the public. However, in times such as these, these same individuals who criticize and complain about government red tape, bureaucracy, and management inefficiencies are the same ones who cry out for the much-needed services provided by the same civil servants.

I believe it is critical that we provide all of the support possible for these brave and valiant public servants, not only for those who are personally engaged in the efforts in New York City and Washington D.C. but for all civil servants. Yes, I, personally am a critic of large and unresponsive government, and especially the red tape and bureaucracy that goes along with it. I am critical of the wasted tax dollars spent on ludicrous programs, whether they are at the national, state, or local levels. However, I am equally aware of the fact that with growing public cynicism toward government in general and bureaucrats in particular, and the low levels of active citizenship displayed by the same public; it is imperative that a new generation of civil servants be educated and trained, disciplined, and mentored, both by educators and by an outgoing generation of civil servants, many of whom came to civil service during the 1960s, a time of passion for civil service. The words of John F. Kennedy echoed in the hearts of many, when he said "Think not of what your country can do for you, but think of what you can for your country."

Who is the voice of pro-civil service today? Who is challenging young men and women to seriously consider a career and a calling into public service? There are the typical organizations, such as the National Academy of Public Administration, the American Society of Public Administration, and even the National Association of Schools of Public Administration and Affairs. But then you expect these organizations to be vocal. Who in the political ranks is trumpeting the call as Kennedy did forty plus years ago? Who in discipline of public administration is the mouthpiece for more active participation on the part of young people? If the voices are not there, or at best those that are there are loud, but few, then it is up to the young people themselves to see the need and heed the call.

Let there be no misunderstanding; public service is a calling. The desire to serve in public service must come from somewhere deep inside a person, much like it is for a religious clergy. It is a time for young people to come forth, heed the power and persuasion of their calling personally and the calling generally, and muster their resources, talents, and gifts to contribute to public service.

Remember that public service is not about contributing to or aiding a political or ideological cause. It is about serving and sacrifice. Hopefully, the sacrifice will not be of the ultimate form, such as was displayed by many of the emergency workers in this terrorist attack on New York City and Washington D.C. Whether it is or is not the ultimate form of sacrifice, young people who are considering a career in public service should recognize the need and importance of serving their fellow man, country, state, and communities. It is indeed a noble endeavor, but it is also a self-satisfying one as well.

Happy Halloween!